

. . . "The specialist cannot function effectively
at the top level of management
if all he brings to it is his specialty. At that level,
the daily problems call for broad general knowledge,
open-mindedness, an understanding
of human nature, an insight into human frailties,
a fairness of mind, a clarity of thought, all these
beyond the ordinary knowledge of a complex business problem.
There must be an intellectual cultivation
through which an individual views
the main current of the life around him." . . .

Gilbert W. Chapman



executive seminar



Executive Seminar, White Plains, New York
March, 1959



the executive seminar

One question presses urgently on every American business that looks beyond its current operations: How can a company develop executives who can cope with continuing, accelerating and radical change, not only in technology and business, but in the far larger world of human affairs in which business plays a vital role?

American business has been brilliantly successful in providing formally for training executives in special skills and subject matters. It is beginning to recognize that executive *training* must be supplemented by executive *education*. Specialized training equips an executive successfully on a narrow front. But all too frequently it also restricts the movement of his mind, keeping it from access to possibilities of action that would have been seen in the light of a broader context.

The urgent need is to liberate the mind of the executive from specialization and routine so that it can range with imagination, resourcefulness and cogency over the whole network of political, economic and social factors that inevitably affect his business choices and are in turn affected by them.

The Executive Seminar, developed by the American Foundation for Continuing Education, is a liberal—because liberating—educational program designed especially for those in management who have or who may assume positions of broad responsibility within their companies. Its purpose is to provide executives an opportunity:

to increase their understanding of important economic, political, social and cultural problems affecting the policies of American business and industry;

to develop their effectiveness as individuals by improving their skills in reasoning and communication and developing their imagination and creativity;

to understand, through exposure to a wide variety of the best in social, literary, ethical and religious creation of the past and present, the problems of human relations and their own role in business and society.

The Executive Seminar enables the executive to examine these questions away from his plant or office and apart from daily routine. It meets for a continuous session of eight hours, including time for lunch or dinner together, one day a week for 15 weeks in succession.

Its method is as simple and as familiar as a well-run staff conference. It consists of discussion of assigned readings led by professional conference leaders from the American Foundation and by specialists from business, government and universities. The readings include complete works which are read at home in the week preceding the discussion and selected materials read each Seminar day during a scheduled study period. The materials include fiction, drama, biography, political, social and economic philosophy, psychology, anthropology, literature and aesthetics. They reflect different points of view and different interpretations of important ideas. The participants must accept or reject, choose and discriminate, defend or oppose. In so doing, they come to a greater understanding of their own ideas and opinions and the reasons why they hold them.

Individual Seminars average 15 to 20 participants.

The Executive Seminar is peculiarly well suited to mature, intelligent adults for it opens the mind by compelling the student to try out ideas, test hypotheses, judge and dissent in the informal atmosphere of his peers.

The Executive Seminar is liberal and liberating because it introduces the student to the broadest range of human experience as distilled by the best minds of the past and present.

The Executive Seminar is thoroughly practical because it deals with problems that in the last analysis determine business success and develop qualities that are most essential to successful leadership.

the major readings for discussion

Bellamy	Looking Backward
Sophocles	Antigone
Shaw	Saint Joan
Camus	The Fall
Miller	Death of a Salesman
Melville	Billy Budd
Eliot	Murder in the Cathedral
Paton	Too Late the Phalarope
Plutarch	Cato
Tolstoi	The Death of Ivan Ilyich
O'Neill	The Iceman Cometh
Dostoyevski	The Grand Inquisitor
Charnwood	Lincoln

selected readings for discussion from the following authors:

1. work

Sigmund Freud	Civilization and its Discontents
C. Wright Mills	White Collar
Daniel Bell	Work and its Discontents
Richard S. W. Emrich	Man at Work in God's World
Benjamin F. Fairless	Man at Work in God's World
Pope Leo XIII	Catholic Social Principles
Pope Leo XII	Catholic Social Principles

2. the executive

Alfred North Whitehead	Adventures of Ideas
William H. Whyte, Jr.	The Organization Man
Ralph Waldo Emerson	Literary Ethics
Lincoln Steffens	The Autobiography of Lincoln Steffens
Niccolo Machiavelli	The Prince

3. the purposes of business

Peter F. Drucker	The Practice of Management
R. L. Bruckberger	Image of America

4. state and corporation

Charles A. Beard	The Myth of Rugged American Individualism
Peter F. Drucker	The Concept of the Corporation

5. state and individual

	The Declaration of Independence
Benito Mussolini	Fascism
John Locke	The People Shall be Judge
Plato	Crito
Henry David Thoreau	Civil Disobedience

6. the organization

Walter H. Hamilton	The Politics of Industry
J. L. Cullather	The Corporation Acquires a Soul
Kenneth Bolding	The Organizational Revolution

7. management and labor

George Soule Selections From Arbitration Cases
Men, Wages and Employment

8. the commercial society

A. Meiklejohn Liberty—For What
John Galbraith The Affluent Society
John Jay Chapman Society

9. profiles of success

John Dos Passos USA
Selected Biographies

10. challenge to capitalism

Karl Marx and
Friedrich Engels The Communist Manifesto
V. I. Lenin The State and Revolution
Czeslaw Milosz The Captive Mind

11. image of america

Jacques Barzun God's Country and Mine
Jacques Maritain Reflections on America
John Jay Chapman Coatesville
Alexis de Tocqueville Democracy in America

12. american foreign policy: us-ussr

Hans J. Morgenthau In Defense of the National Interest
"X" The Sources of Soviet Conduct
James Burnham Containment or Liberation
Nikita S. Khrushchev Report to the Twentieth Party Congress
Dean Acheson Power and Diplomacy

13. education

Aristotle Politics
Bertrand Russell Why Men Fight
Montaigne Essays

14. responsibilities of business

Peter F. Drucker The Practice of Management
Theodore Levitt The Dangers of Social Responsibility
Theodore V. Hauser Big Business and Human Values
T. K. Quinn Giant Business: Threat to Democracy
The Autobiography of an Insider
Thorstein Veblen The Theory of the Leisure Class

15. decision-making

Chester I. Barnard The Function of the Executive
Francis Bacon The Novum Organum
Abraham Lincoln Letter to Horace Greeley
Thucydides The Melian Conference
M. K. Ghandi Non-Violence in Peace and War

"... the motive of success is not enough.
It produces a short-sighted world
which destroys the sources of its own prosperity.
... Also we must not fall into the fallacy of
thinking of the business world in abstraction
from the rest of the community.
... The behavior of the community is largely
dominated by the business mind.
A great society is a society in which its men of business
think greatly of their functions."

Alfred North Whitehead

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The American Foundation for Continuing Education was founded in 1947 to promote the continuing education of adults in those fundamental ideas that influence the nature of American society and that determine the quality of our lives as individuals, as citizens, and as productive members of the economy.

**The American Foundation
for Continuing Education**

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